

ALABAMA DEVELOPMENT OFFICE

WORK PLAN

Making Alabama a Priority Location for New and Existing Business, Trade and State Entrepreneurship

Abbreviation Key:

(Internal)

Administrative	ADMIN
Business Development:	
Recruiting	BD/R
Trade	BD/T
Legal	BD/L
Executive	EXEC
Film Office	FILM
Information & Community Services	ICS
Information Systems/Data Processing	ISDP

(External)

Alabama Commission on Higher Education	ACHE
Alabama Department of Economic and Community Affairs-Science & Technology	ADECA-S&T
Economic Development Association of Alabama	EDAA
Economic Development Partnership of Alabama	EDPA
Experimental Program to Stimulate Competitive Research	EPSCOR

Note: The underlined divisions (in the responsibility column) show who has the primary responsibility for implementation.

OBJECTIVE	TACTICS	RESPONSIBILITY
1. Enhance Alabama's national and international branding.	Establish a strong global branding and marketing campaign in partnership with EDPA, other statewide and regional partners.	<u>EXEC</u> ; ICS; BD/R; BD/T; EDPA
2. Develop market intelligence to identify target growth sectors and business sectors that are of current or future importance to Alabama's economy.	Collaborate on development and implementation of research with target industry state organizations, i.e., Biotech, Aerospace, Auto Manufacturers and Information Technology Associations.	<u>ICS</u> ; BD/R; BD/T; EDPA
	Promote technology growth through strategic partnerships with academic and private sectors.	<u>ICS</u> & BD/R with EPSCOR; ADECA-S&T; ACHE; EDPA; EDAA
3. Identify, recruit and develop investment projects of statewide and regional significance resulting in new job creation.	Develop world-class marketing information and materials tailored to target industry sectors and site selection consultants.	<u>BD/R</u> ; <u>BD/T</u> ; ICS; ISDP; EDPA
	Conduct national and international ADO assisted prospecting missions in conjunction with statewide, local and regional partners.	<u>BD/R</u> ; EXEC with assistance in preparation from ICS
	Work with EDPA to develop enhancements to an "Alabama" website which supports the marketing and project management efforts.	<u>ICS</u> ; BD/R; ISDP; EDPA
	Develop enhanced tracking systems for both active projects and targeted prospects.	<u>BD/R</u> ; <u>BD/T</u> ; ICS; ISDP
	Develop target prospects for each business mission and trade show that enhances the overall marketing effort and generates significant leads for Alabama communities.	BD/R; BD/T; FILM; with assistance in preparation from ICS
	Expand Alabama presence in key international markets: Europe, Asia, and Canada.	BD/T; BD/R
4. Improve Alabama's competitiveness as a world-class film industry business and production destination.	Maintain comprehensive location files for Alabama locations that showcase the diversity of locations and coordinate location scouting.	<u>FILM</u>
	Provide production assistance and research, cutting red tape, to ensure a prompt and pleasant response to production logistical needs.	<u>FILM</u>
	Recommend additional funding resources to effectively market Alabama's film production opportunities and enhanced incentives to grow the industry.	<u>FILM</u> ; EXEC; BD/L
	Target producers and script writers with possible multiple films to recruit their projects.	<u>FILM</u> ; EXEC; BD/R
	Collaboratively work with other state agencies and universities to enhance film industry infrastructure, including training for film crews.	<u>FILM</u>

5. Assist and support local and regional ED organizations in their missions to attract new business, retain existing industry and expand existing businesses.	Provide project management support, direction and assistance to include incentive information, state resource availability, application assistance and data/research support.	<u>BD/R</u> ; BD/T; ICS
	Direct prospects to communities that meet client stated criteria and provide continued “hands-on” coordination, and follow-through with local ED representatives.	<u>BD/R</u> ; BD/T; ICS
6. Identify and coordinate with local and regional ED partners business retention projects of statewide significance.	Coordinate traditional and non-traditional agency and organization resources involved in regional or statewide existing industry new job creation process.	<u>ICS</u> ; BD/R
	Coordinate with local, regional and agency partners to create an early warning intelligence system and rapid response strategy to prevent loss of companies and jobs.	<u>ICS</u> ; BD/R; BD/L; ADECA; Governor’s Commission
	Work closely with agency and organization partners to maintain regular communications and issue discussions with targeted industry leaders.	<u>EXEC</u> ; BD/R; ICS; Governor’s Commission
	Implement a program to link Alabama industries, interested in joint ventures/business arrangements, with potential partners.	<u>BD/R</u> ; BD/T; with assistance from ICS
7. Increase export sales of Alabama products and services.	Assist Alabama businesses to expand revenues through new market identification and participation in international marketing events.	<u>BD/T</u>
	Identify strengths and weaknesses in Alabama exports mechanism and exportable goods and services.	<u>BD/T</u>
	Coordinate the network of local and regional trade development organizations that focus on expanding international sales for Alabama businesses. (Use Alabama Trade Alliance as mechanism)	<u>BD/T</u>
	Provide strong individual support to new-to-export and existing exporters to assist in building their international competitive advantages.	<u>BD/T</u>
	Develop and make accessible via website more export related information including trade leads, how to export/import, etc.	<u>BD/T</u>
	Identify industry clusters in order to provide tailored export assistance in those specific industries.	<u>BD/T</u>
	Develop world-class marketing materials on Alabama’s manufacturers and service industries to target foreign trade organizations and foreign buyers.	<u>BD/T</u>
	Promote and develop utilization of Alabama	<u>BD/T</u>

	ports of entry – particularly the Port of Mobile and Port of Huntsville	
	Work with the United States Chamber of Commerce on its Traderoots program to facilitate a common focus among individuals, businesses, chambers, and other organizations throughout Alabama on the international needs of the State.	<u>BD/T</u>
	Consider additional Alabama presence in key emerging international markets: Mexico and Latin America.	<u>EXEC</u> ; <u>BD/T</u> ; <u>BD/R</u>
8. Support and provide special emphasis to encourage job creation in non-established, non-traditional regions.	Ensure all available coordination, support and resources are committed to Alabama's Black Belt and rural areas.	<u>ICS</u> ; <u>EXEC</u> ; <u>BD/T</u> ; <u>BD/R</u>
	Begin joint marketing effort with Mississippi for key sites along state border.	<u>EXEC</u> ; <u>BD/R</u> ; <u>ICS</u>
	Ensure Alabama Communities of Excellence Program focuses on Alabama's rural communities.	<u>ICS</u> ; <u>BD/R</u>
	Coordinate a pilot marketing program for a rural section of Southwest Alabama.	<u>ICS</u> ; <u>EXEC</u>
	Assist in development of and provide skills training and instruction for regularly scheduled workshops for local community ED staff and public officials (hosted/taught by state agencies involved in ED and sponsored by EDAA).	<u>ICS</u> ; <u>BD/L</u> ; <u>BD/R</u> ; <u>BD/T</u>
9. Strengthen ADO teamwork using improved communications and through individual professional development.	Improve communication channels among divisions through joint meetings, internal workshops, idea exchanges, mentoring and internal skills training.	<u>EXEC</u> ; <u>ALL</u>
	Use agency cross-sectional teams to achieve marketing and project development goals.	<u>ALL</u>
10. Demonstrate fiscal responsibility.	Closely manage appropriate funds to achieve 2004 objectives and programs of ADO.	<u>ADMIN</u> ; <u>EXEC</u> ; and each division
	Seek cost-savings for necessary products and services.	<u>ALL</u>
11. Maintain technology systems to meet the needs of the department.	Design usability into system products.	<u>ISDP</u> ; <u>ALL</u>
	Establish and implement an equipment replacement schedule.	<u>ISDP</u> ; <u>ADMIN</u>
	Measure satisfaction/problems with current computer systems.	<u>ISDP</u>
	Participate in and maintain project/prospect tracking system.	<u>BD-R</u> ; <u>ISDP</u> ; <u>ICS</u> ; <u>EXEC</u>

ACCOUNTABILITY SCORECARD

A GUIDE FOR CHARTING PERFORMANCE “RESULTS - NOT ACTIVITIES”

	2004	2005	2006
Business/ Industry Growth			
Total ADO–Generated Prospects			
ADO generated prospect site visits in Alabama/visits from prospects with above average wages.			
Direct contact with targeted companies with at least one follow-up contact			
Direct contact with non targeted companies with at least one follow-up contact			
Number of new company location announcements/jobs created-ADO			
Number of new company location announcements/jobs created-Statewide			
Number of existing company expansion announcements/jobs created			
New capital investment announced			
Expansion capital investment announced			
Targeted Marketing			
Qualified prospects from business missions/marketing events			
Direct contact with targeted companies and confirmed in the tracking system			
Alabama presentations to site consultants (in their offices or outside of Alabama)			
Visits to Alabama by site consultants			
Trade			
Number of Alabama companies participating in international trade marketing events			
New jobs created from trade events			
Number of new-to-export or new-to-market firms assisted or served by ADO			
Number of training sessions ADO held with local chambers of commerce and businesses on trade			

	2004	2005	2006
Film			
Number of films scouted			
Number of new film projects (\$1-5 million)			
Number of new film projects (\$5-10 million)			
Number of new film projects (\$10+ million)			
Direct contact with targeted producers/writers with at least one follow-up contact			
Total AFO-generated prospects with multi film deals			
Number of film industry business established in Alabama/jobs created			
Community and Information Services			
Community assessments completed (ACE)			
Existing industry visits in concert with local organization			
ADO project support/project proposals			
Community requests (general information/for projects)			